Employee Survey - Final Analysis

Survey Return Percentage:

37.54%

| | Perc | entage | |
|------------------------------------------------------------------------------------------------------|------|--------|------|
| Feelings Toward Job | SA/A | N | D/SD |
| I like my job. | 90 | 7 | 3 |
| I have the opportunity to learn new skills. | 77 | 10 | 13 |
| I would like more recognition. | 66 | 25 | 8 |
| I wish I had more development opportunities. | 64 | 28 | 9 |
| I have opportunity for advancement. | 36 | 30 | 34 |
| I have the proper equipment to do my job. | 63 | 18 | 20 |
| My personal workspace is adequate. | 67 | 13 | 21 |
| I leave most days wondering what I accomplished. | 18 | 27 | 55 |
| My supervisor provides, help, training, and guidance so that I can improve my performance. | 60 | 17 | 22 |
| I enjoy performing the actual day-to-day activities of | | | |
| my job. | 86 | 10 | 4 |
| My job gives me a sense of personal satisfaction. | 82 | 12 | 7 |
| My physical working conditions are good. | 64 | 16 | 21 |
| I frequently feel stress in my job. | 62 | 21 | 17 |
| I never have to violate a rule or policy in order to carry out a work assignment. | 73 | 16 | 11 |
| I receive assignments without the manpower or help | | | |
| to complete them. | 31 | 37 | 32 |
| I often feel that my workload is too heavy, one that I couldn't finish during regular working hours. | 47 | 27 | 26 |
| People pay a lot of attention to getting their work | | | |
| done. | 56 | 28 | 17 |
| There is strict emphasis on following policies and | | | |
| regulations. | 70 | 18 | 12 |
| Doing things in a different way is valued. | 34 | 38 | 29 |
| The county tries to improve working conditions. | 29 | 44 | 28 |
| There is a tendency for people to come to work late. | 32 | 33 | 36 |
| Morale where I work is generally high. | 40 | 26 | 34 |
| Too much work is expected of employees in my | | | |
| area. | 38 | 39 | 23 |
| The workload is fairly distributed. | 45 | 25 | 30 |
| People in my work area work well together. | 76 | 17 | 7 |
| I am free to try new ideas and techniques. | 57 | 23 | 19 |
| My performance standards are clear and realistic. | 73 | 21 | 7 |
| My job requirements are clear to me. | 78 | 14 | 8 |
| Feelings Toward County Benefits | SA/A | N | D/SD |
| The county offers good benefits to its employees. | 71 | 17 | 11 |
| Extracurricular activities are adequate. | 24 | 38 | 38 |

| There is anough reward and recognition given for | | | | |
|---------------------------------------------------------------------|------|----|------|----|
| There is enough reward and recognition given for doing good work. | 17 | 31 | 52 | |
| The county is flexible about family responsibilities. | 64 | 21 | 15 | |
| I think my level of pay is fair, given my experience, | 0. | | .0 | |
| skills, and performance. | 16 | 15 | 70 | |
| | | | | |
| Rate County on the Following | E | G | F | Р |
| Health Care | 27 | 54 | 16 | 3 |
| Dental | 12 | 29 | 32 | 27 |
| Vacation Time | 21 | 52 | 18 | 8 |
| Training Availability | 6 | 36 | 44 | 13 |
| Performance Reviews | 7 | 35 | 33 | 24 |
| Salary/Wages | | 13 | 46 | 41 |
| 401(k) | 10 | 32 | 39 | 18 |
| () | | | | |
| Feelings Toward Communication | SA/A | N | D/SD | |
| Communication within my department is effective. | 60 | 15 | 27 | |
| Communication with county leadership is effective. | 29 | 48 | 24 | |
| I am not involved in decisions that involve me. | 34 | 25 | 41 | |
| I am not asked very often to provide input. | 34 | 21 | 45 | |
| My supervisor is willing to listen to my ideas. | 77 | 13 | 11 | |
| My supervisor is willing to listen to work problems. | 76 | 14 | 10 | |
| My supervisor asks for my opinions and ideas. | 65 | 18 | 17 | |
| My supervisor tells me if I have done a particularly | | | | |
| good job. | 66 | 17 | 18 | |
| People go out of their way to help a new employee | | | | |
| feel comfortable. | 64 | 23 | 14 | |
| My supervisor tends to talk down to people. | 13 | 21 | 66 | |
| Often people make trouble by talking behind other's | | | | |
| back. | 63 | 24 | 13 | |
| My supervisor meets regularly with employees to | | | | |
| discuss their future work goals. | 45 | 26 | 29 | |
| There is cooperation between my department and | 0.4 | 00 | 4.5 | |
| other departments. | 64 | 22 | 15 | |
| Before changes are made that affect my work, I'm informed of them. | 50 | 13 | 28 | |
| | 59 | 13 | 20 | |
| I am able to find out the things I need to know to get my job done. | 73 | 19 | 9 | |
| my job done. | 73 | 19 | 9 | |
| I am satisfied with communication in my work group. | 60 | 20 | 20 | |
| I am satisfied with communication between | | | | |
| management and staff. | 50 | 20 | 29 | |
| My supervisor listens to our suggestions and | | | | |
| problems. | 69 | 19 | 13 | |
| My supervisor gives me credit for work well done. | 70 | 15 | 16 | |
| Policies and procedures affecting my work are | | | | |
| communicated adequately. | 66 | 18 | 17 | |

| Shows respect for all team members. | N | <u>3</u> | 32 | |
|-------------------------------------------------------------------|----------|--------------|----------------------|---------|
| Rate Supervisor on the following: | N | s | F | A |
| Management makes wise decisions. | 28 | 48 | 25 | |
| Management has a high degree of honesty. | 38 | 37 | 26 | |
| This county is an ethical county. | 46 | 38 | 16 | |
| concerns. | 45 | 31 | 24 | |
| to valuing diversity. Management listens to and responds to my | 35 | 51 | 14 | |
| County management demonstrates a commitment | 25 | 51 | 14 | |
| My supervisor makes timely decisions. | 61 | 21 | 19 | |
| My department is managed well. | 59 | 27 | 15 | |
| This county is managed well. | 35 | 45 | 20 | |
| employees. | 42 | 34 | 25 | |
| Management is interested in the welfare of its | | | | |
| Management seems to make good decisions. | 46 | 37 | 18 | |
| sense. | 48 | 36 | 17 | |
| The county's policies toward employees make | 00 | 10 | U | |
| My department is doing an excellent job servicing our clients. | 85 | 10 | 6 | |
| I trust my supervisor. | 66 | 16 | 18 | |
| I have confidence in my supervisor. | 69 | 16 | 15 | |
| The county is headed in the right direction. | 29 | 54 | 17 | |
| The county's executive leadership is effective. | 41 | 42 | 17 | |
| Feelings Toward Management and Leadership | SA/A | N | D/SD | |
| others. | 74 | 12 | 15 | |
| My supervisor has the skills for getting along with | 02 | 10 | 10 | |
| I am asked to give input in areas that affect my job. | 62 | 19 | 18 | |
| Staff meetings are productive. | 46 | 32 | 21 | |
| promptly. We have regular staff meetings. | 26 60 | 50 19 | 2 4 21 | |
| Problems between departments are resolved | 26 | FΩ | 24 | |
| promptly. | 42 | 31 | 28 | |
| Problems between individuals are resolved | | _ | | |
| I receive adequate recognition for good work. | 51 | 23 | 26 | |
| Communication within my department is good. | 58 | 17 | 26 | |
| coordinated. | 34 | 28 | 39 | |
| county. Communication between departments is well | 36 | 32 | 33 | |
| I am kept informed about what's going on in the | 200 | 20 | 22 | |
| I get the information I need to coordinate my work with others. | 65 | 20 | 15 | |
| My supervisor outlines clear goals and objectives. | 60 | 22 | 19 | |
| decisions affecting their work. | 51 | 21 | 28 | |
| Employees are encouraged to participate in | | | | |
| timely manner. | 55 | 20 | 26 | |

| Gives support when and where needed. 1 | | | | |
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| Recognizes good action/results. 1 21 34 Shows genuine concern for team members. 3 16 32 Keeps focus on fixing the problem rather than linding someone to blame. Treats people fairly, without favoritism. Protects confidentiality. Listens effectively. Encourages others to express different ideas and perspectives. Open to constructive feedback. Open to constructive feedback. Slows enough information, keeps me informed. Deals with conflict effectively. Lets me know how I am doing. Discourages devaluing comments/behaviors. Lets me know how I am doing. Discourages devaluing comments/behaviors. 4 11 39 Sincures department activities are inclusive. Demonstrates commitment to valuing diversity. Actions and behaviors are consistent with words. Deals with issues that need to be addressed. Provides a clear sense of purpose and direction, roles and responsibilities, for me and for our group. Is trustworthy. Feelings in General My supervisor treats me with respect. If cell I have job security. If call have job security. If cell have job security. If call have job security. If cell have job security. If cell have job security. If can be sure of a job with the county as long as I do good work. If would recommend employment with the county to others. If eel the environment at the county is supportive of the expression of different opinions, styles and appreciation regardless of race, gender, positions, department, age, disability, etc. If trust my co-workers. It trust my co-workers. It trust my co-workers. It trust my co-workers. It trust management. If eel stress in my job. I am proud to work for the county. | Seeks input from all team members. | 3 | 24 | 28 |
| Shows genuine concern for team members. 3 16 32 | Gives support when and where needed. | 1 | 16 | 34 |
| Reeps focus on fixing the problem rather than finding someone to blame. | Recognizes good action/results. | 1 | 21 | 34 |
| Ininding someone to blame. 4 20 24 | Shows genuine concern for team members. | 3 | 16 | 32 |
| Treats people fairly, without favoritism. 8 17 26 Protects confidentiality. 3 11 26 Listens effectively. 2 14 33 Encourages others to express different ideas and perspectives. 7 16 34 Open to constructive feedback. 11 10 34 Gives enough information, keeps me informed. 6 15 38 Deals with conflict effectively. 8 20 32 Lets me know how I am doing. 3 28 34 Discourages devaluing comments/behaviors. 4 11 46 Demonstrates commitment to valuing diversity. 2 14 39 Actions and behaviors are consistent with words. 6 15 36 Deals with issues that need to be addressed. 4 21 33 Provides a clear sense of purpose and direction, roles and responsibilities, for me and for our group. 3 17 34 Is trustworthy. 4 18 25 Feelings in General SA/A N D/SD My supervisor treats me with respect. 83 11 6 If cell have job security. 69 17 14 Id on't feel the county values me as an employee. 28 39 33 My supervisor treats me with respect. 83 11 6 If cell have job security. 65 27 8 My job makes me feel important. 65 27 8 My supervisor treats me with respect. 83 11 6 If cell the environment at the county as long as I do good work. 55 28 17 It would recommend employment with the county to others. 59 22 19 If cell the environment at the county is supportive of the expression of different opinions, styles and perceptions. 37 41 22 If cell people are treated with respect and appreciation regardless of race, gender, positions, department, age, disability, etc. 53 21 26 It trust my co-workers. 62 21 17 It trust management. 14 35 24 It trust management. 15 3 38 In mortimistic about my future success with the county. 53 38 In am proud to work for the county. 68 22 99 | Keeps focus on fixing the problem rather than | | | |
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| I feel that working for the county will lead to the kind of future I want. | 35 | 42 | 23 | | |
|---------------------------------------------------------------------------------------------------------|--------|----------|------------|------|------|
| I feel men and women are provided with equal opportunities to fulfill their career potential within the | | | | | |
| county. | 40 | 41 | 20 | | |
| I feel the county polices are administered fairly. | 36 | 46 | 19 | | |
| Satisfaction with the Following | s | N | D | | |
| Leaders in your work environment being positive role models. | 41 | 38 | 22 | | |
| Supervisor keeps you informed about what's going | | | | | |
| on in the county. | 53 | 32 | 15 | | |
| Your views and participation are valued. | 48 | 32 | 20 | | |
| The professionalism of the people with whom you | | | | | |
| work. | 51 | 32 | 17 | | |
| The team spirit in your work environment. | 45 | 27 | 28 | | |
| The morale of the people with whom you work. | 43 | 26 | 32 | | |
| Your own morale. | 62 | 21 | 18 | | |
| Appropriate recognition for your contribution. | 39 | 43 | 19 | | |
| Your compensation matching your responsibilities. | 20 | 32 | 49 | | |
| Amount and frequency of informal praise and | | | | | |
| appreciation you receive from your supervisor. | 44 | 36 | 21 | | |
| Your job. | 72 | 23 | 6 | | |
| Open - Ended Questions | | | | | |
| Considered leaving during the past 6 months | Yes | No | | | |
| <u> </u> | 46 | 53 | | | |
| Desire to stay with county | Strong | Moderate | Not Sure | Weak | None |
| <u> </u> | 32 | 42 | 18 | 6 | 1 |
| How likely to apply for job in county - if could do it all | | | | | |
| over again. | Likely | Somewhat | Not Likely | | |
| | 54 | 33 | 13 | | |
| | | | | | |

Abbreviations Defined:

- Feelings Toward Job
 - \circ SA = Strongly Agree
 - \circ A = Agree
 - \circ N = Neutral
 - \circ **D** = **Disagree**
 - SD = Strongly Disagree
- Feelings Toward County Benefits
 - \circ SA = Strongly Agree
 - \circ A = Agree
 - \circ N = Neutral
 - \circ D = Disagree
 - SD = Strongly Disagree
- Rate the County
 - \circ E = Excellent
 - \circ **G** = **Good**
 - \circ $\mathbf{F} = \mathbf{Fair}$
 - \circ **P = Poor**
- Feelings Toward Communication
 - \circ SA = Strongly Agree
 - \circ A = Agree
 - \circ N = Neutral
 - \circ **D** = **Disagree**
 - \circ SD = Strongly Disagree
- Feelings Toward Management and Leadership
 - \circ SA = Strongly Agree
 - \circ A = Agree
 - \circ N = Neutral
 - \circ D = Disagree
 - SD = Strongly Disagree
- Rate Supervisor
 - \circ N = Never
 - \circ S = Seldom
 - \circ F = Frequently
 - \circ A = Always
- Feelings in General
 - \circ SA = Strongly Agree
 - \circ A = Agree
 - \circ N = Neutral
 - \circ **D** = **Disagree**
 - SD = Strongly Disagree
- Satisfaction
 - \circ S = Satisfied
 - \circ N = Neutral
 - \circ **D** = **Dissatisfied**

EMPLOYEE SURVEY ANSWERS TO OPEN ENDED QUESTIONS

2. Why did you think about leaving?

- Better job opportunity with another county (2).
- People are not treated the same (2).
- Not able to do own job for doing too many others.
- Money (26).
- Back stabbing people.
- Work environment (5).
- Leadership (2).
- County needs to get more industry.
- Working hours (2).
- Unfairness of paid holidays; only get paid if work actual holiday but not for the observance date.
- More recognition.
- Poor Supervisor (2).
- Insurance.
- Under funded budget.
- Decisions made by the Commissioners.
- Need health insurance.
- Part-time job only work 2-3 days/month. There should be more time to work.
- Not appreciated by Commissioners or Administration.
- Not being utilized based on qualifications and experience.
- Stress (4).
- More challenging position w/ potential for advancement (2).
- Job is overwhelming can't get caught up.
- Favoritism showed by upper management (2).
- Information about employees shared with other employees.
- Issues not being addressed many breaks, tardiness, loud and disruptive behavior.
- Abuse of overtime.
- Not in field of study.
- Dissatisfied with current conditions.
- Executive leadership's lack of vision ability to collect and analyze info is indecisive makes poor decisions.
- Authority undermined by Dept. Head.
- Lack of appropriate communication.
- Employment conditions no longer suitable for a productive workplace.

3. Why did you stay?

- Wanted to get more job experience (2).
- Cannot find another job in my field/another job (4).
- Dedication to job and county.
- Apathy.

- Like job (15).
- Enjoy helping others (6).
- Close to home/Travel time (10).
- Didn't receive job applied for (2).
- Money (4).
- Close to retirement (3).
- Like the hours.
- Hoping for better/change (2).
- Employment required out of state residence.
- Not ready to leave.
- Time invested in the job (2).
- Right opportunity hasn't presented itself (2).
- Health Benefits/Benefits (5).
- Like co-workers.
- Didn't want to relocate.
- Job security (2).
- Wanted to complete a project.
- Pay Plan.
- Leave is allowed if needed.
- People are dependent on me.
- Better person for staying.
- Still looking (2).
- Helping others.
- Evaluate the situation and give time to change.
- Jobs are hard to come by.
- Work environment.

6. What do you find most satisfying about working for the county?

- Can actually do job without being questioned or hindered (2).
- Management has enough faith in you and your abilities.
- Work with good people/Work environment (23).
- County is flexible with time off.
- The job (8).
- Good benefits/Benefits (20).
- Good decision making in regards to inclement weather.
- Communications from HR.
- Family Friendly environment.
- The ability to work and assist people in Caswell County (21).
- Close to home/community (20).
- Opportunity for advancement.
- Flexibility (3).
- Vacation, Petty, & Sick Leave.
- Job Security.
- Talking to people (4).
- Size of County (3).

- Retirement Benefits/401(k) (3).
- Number of days worked a month/Work hours (4).
- Time off/Holidays (2).
- Family and friends.
- Comp Time.
- Job location.
- Personal job performance (2).
- A steady income.
- Everyone tends to get along.
- Convenient to school, health facilities/Convenience (2).
- Longevity checks.
- Knowledge of making a difference in someone's life.
- Fair pay (2).
- Smaller agency.
- Ability to get to know and develop positive work relationships with others.
- Enjoy customer service contacts.

7. What do you find least satisfying about working for the county?

- Co-workers gossip and try to create problems; backstabbing (3).
- Lack of job security (2).
- The workload (2).
- Doing the work of others.
- Lack of communication (2).
- Stress because of lack of people/Stress (2).
- Salary (36).
- Lack of recognition of needed positions.
- Top-level positions viewing employees as dispensable.
- High Taxes.
- Favoritism (2).
- Not compensated fairly unlike county officials.
- Not enough man power.
- Smoking in the department.
- Certain things about the job.
- How benefits are handled paid holidays.
- Worker's Comp; not enough help if hurt on the job.
- Dealing with people who don't want to help themselves.
- Low pay due to low tax base.
- The way county management treats employees in general.
- Expensive family coverage insurance.
- Unfair that some people were left off the Pay Plan; did not consider length of service with the county (2).
- Not provided with the tools to meet responsibilities.
- Lack of vision and leadership by the Commissioners.
- All employees should have some amount of health insurance.

- Don't get to work part-time hours money is in budget.
- Always hearing "If you aren't happy leave, someone can replace you"
- Lack of appreciation from Commissioners.
- Dental and Vision benefits are weak.
- No benefits for part-time workers.
- Communications and interactions with other departments.
- Lack of confidence in the decisions of the politicians.
- Some are too bureaucratic in their thinking.
- Lack of respect (2).
- Complaints about trivial matters.
- Angry public.
- Dealing with politics.
- Facility.
- Technology.
- Inclement weather procedures don't think employees who live out of town are taken into consideration when decision is made.
- No room for advancement.
- Poor working conditions.
- Having to use own cars for work purposes.
- Lack of morale.
- Being treated like children by management.
- Poor county not able to offer many resources.
- County froze accounts 1st of January if their property taxes were not paid with no sufficient warning.
- Pay schedule every two weeks or twice a month
- Gas mileage reimbursement is not good spend more \$\$ than gas check for county business.
- Negativity of other workers.
- Sharing office.
- People that are watching, waiting for you to mess up.
- Dept. Head not being fair (showing favoritism), being treated like school kids, reluctant/hesitant to make a decision about major issues, but tries to solve all the petty problems.
- Power play with higher ups and morale needs improvement in agency.
- High level of incompetent leadership.
- Lack of support for improvement of skills related to job.
- Lack of communication from Dept. Head interfere/hinder supervision of staff.
- Lack of teamwork when times get tough.
- "Good Ole Boy Syndrome".
- No communication between management and staff.
- Board of Health/Commissioners don't get involve with employees.
- Caseload ratio per caseworker.

8. What could the county do to enhance your satisfaction?

• Realize we are all in the same boat with limited resources.

- Recognition that each department is needed and beneficial for this county to live up to its motto ... "Embracing the future"
- Those in leadership (i.e. Supervisors, Dept. Head) need to know their job.
- Everyone to carry his or her own workload (2).
- Tuition assistance program.
- Reward better for above average performance.
- Give higher raises.
- Appreciation and recognition (4).
- Increase/Competitive salaries (32).
- Opportunities for advancement.
- Employees with same job have similar pay.
- More consideration to employees who work 12/24 hr. shift when it comes to holidays.
- More incentives.
- Health Insurance should be with United Health Care.
- Better Insurance (3).
- More help (3).
- Stop smoking.
- Increase longevity.
- Increase in vacation earned after 25 years.
- Treat all employees and departments equal (2).
- Better Supervisors.
- Increase salary for last two years before retirement to increase retirement benefit
- Better relations with the employees.
- Policies that benefit the employees and not the county.
- Increase department budgets.
- Increase salary for employees who have worked 20+ years at a faster rate than recent hires (less than 5).
- Offer health insurance/better benefits to part-time employees (2).
- Give more part-time hours.
- Give birthday off with pay (2).
- Fairness in pay structures for same jobs.
- Better orientation program for new employees.
- Periodic updates from administration on what is going on in county.
- Hire people with interpersonal skills; during probationary period there should be an evaluation of the character.
- No racial bias from Supervisors.
- Increase wages based on goals and objectives.
- More responsibility and authority.
- Increase vacation/sick time (4).
- Have employee meetings to discuss employees' ideas not just management.
- Employee Appreciation Day.
- One-time bonuses.

- Employment anniversary day off.
- Merit raises (2).
- Purchase county vehicles for workers to use (3).
- Paid every 2 weeks.
- More training opportunities.
- Additional compensation for DSS on-call pager duty day off the following week.
- Increase gas mileage.
- Get more input from employees suggestion box.
- Better insurance for families as a whole.
- Increase office space.
- Training of management in personnel management.
- Proper temperature in winter/summer.
- Stop treating workers like children.
- Give positive feedback; don't just point out the negative.
- Keep offering raises and good benefits. Pay Plan was good idea.
- Be more trusting of employees.
- Maintain/Enhance employee benefits.
- Recognize long-term performance of employees and allocate pay increase accordingly.
- Elect competent leaders.
- Handle situations before they escalate.
- Give employees clear guidelines for performing their duties.

9. In lieu of money, what can the county offer to keep you?

- Keep being understanding.
- More employee activities.
- Having everyone do their share (lighten the workload).
- More vacation time (6) 30 days per year.
- More training (2).
- Opportunities for advancement (3).
- Tuition assistance program (2).
- Additional benefits don't lessen the problem of low salaries.
- More recognition for longevity (Money, increase vacation or sick accruement).
- County car.
- Try a Flex-time schedule/Flexibility in work hours (6).
- Longevity given before 5 years.
- A contribution to 401(k) that employees can match.
- More incentives (3).
- Get more help (2).
- Stop smoking in buildings.
- Better Benefits (6).
- After 20 years 3 vacation days/month (2).
- After 25 years 1% increase for longevity (2).
- More Benefits.

- Make everyone feel like they work for the county. Our dept. does not get memos/information.
- Equal benefits.
- More help.
- Better Health Insurance (2).
- Treat employees better.
- Make policy manual clearer.
- Lower the cost of family insurance.
- Maintain decent benefits.
- Stop making policies so strict.
- Stop wasteful spending.
- Increase operating budgets.
- Make it possible for part-time employees to get insurance.
- Give the hours of a part-time job.
- State of the art equipment and software.
- Remove from being supervised by negative people with no interpersonal skills.
- Offer programs or classes to improve job effectiveness.
- To be utilized in positions where experience and qualifications can better serve the people of Caswell.
- Without money not much can be done.
- Satisfied.
- Periodic Recognition/Recognition (4).
- Increase team building.
- County gym.
- Paid overtime.
- Pay out vacation over 240 instead of rolling over to sick.
- Better technology.
- Better facilities/work environment (3).
- Monetary compensation for benefits paid for by the county and the employee doesn't participate (i.e. health insurance).
- Provide a wellness program.
- Discounts for county employees to amusement parks and other attractions.
- Continue with BCBS insurance (3).
- County Management to shadow workers so they can understand what workers do everyday.
- Days off for good attendance; doing a good job.
- Lunches.
- More flexibility for family matters.
- More office space.
- Similar leave acquirement as state workers.
- Better working conditions as a whole.
- Increase consideration for the employees who has given the county good service/job performance over the years.
- Increase sick time based upon years of service.

- Extra holidays (President's Day or Birthday)
- Offer paid dental.
- Show more teamwork.
- Central childcare for county employees.

10. What could be changed to make working conditions better?

- Have rules for slanderous gossiping; employees paying more attention to others than there own job duties.
- Those in leadership to know their job.
- Those in leadership not to show favoritism (3).
- Increase work/public space (11) Offer more privacy to clients.
- Adequate staffing (8).
- Adequate orientation.
- Employees should be able to designate shared leave.
- Criterion-based job descriptions.
- Public Transportation.
- Supervisory Training (2).
- Honest and respectful employees.
- No smoking in County buildings (4).
- Effective Job evaluations.
- Merit promotions/demotions.
- Value education more.
- Update/Repair the facilities (5).
- The county policy manual.
- Better Health Insurance.
- Offer flextime to all employees.
- Increase operating budget so we can get needed items.
- Improvements to physical buildings.
- Better housekeeping.
- Supervisors with knowledge were replaced with less qualified people and some people have been denied services.
- Use of appraisals combined with improved communications, would improve the morale of the org.
- A merit raise system.
- Yearly evaluations and possible suggestions for progress.
- More positive/better communication between leadership and staff (4).
- Being provided with the needed supplies to perform one's job (3).
- Employees should be treated as adults and not guarded like prisoners.
- A more customer-friendly atmosphere among management and employees.
- Better equipment/supplies/furniture (6).
- Better heat/air/ventilation quality/Regulate temp. in buildings (4).
- Agency vehicles for workers to use (2).
- Supervisors to get out in the field to understand workers.'
- More telephone lines.
- Punish the offender, not everyone.

- New director, outside current county management.
- Morale needs to be boosted.
- Trust.
- Assess the current conditions and identify areas of improvement. Create a plan to make those improvements and provide the necessary resources to implement the plan.
- Improve teamwork.
- Confront problems head-on.
- With money come better help.
- Windows you can open to let air in.

11. Any training course would like to see offered.

- Stress Management (4).
- Computer Training (10).
- Training on medical terminology.
- Management & Supervisory Training (3).
- Getting along with each other.
- Financial seminars.
- College courses offered at discounts.
- Spanish (4).
- How to get more tax money for your county.
- Courses to get advancement in our job (3).
- Courses that is accessible to our schedules.
- Retirement Planning.
- Self-Defense.
- CPR/First Aid (5).
- Communication Skills (2).
- Health-related issues.
- How to interact with people
- Fire Safety.
- Boater Safety.
- Workplace Safety.
- Fire Extinguisher Training.
- Incentives for weight loss.
- Customer Service (2).
- Self-esteem.
- Team-building.
- Something to lift morale.
- Race relations.
- ACLS
- NIC

12. Any activities that can be offered to county employees.

- Monthly drawing for an "administrative leave" day.
- Family & Friend Day at the park (2).
- Childcare/Daycare (2).

- Gym (9).
- Aerobic/Fitness classes (6).
- Reduced gym membership (3).
- Revenue raising.
- County employee's golf team.
- Sam's Club Membership.
- Family activities during the year.
- Classes to help employees advance in their jobs.
- Walking Track
- Fitness opportunities weight watchers, other nutritional programs, awards for healthy lifestyles (do during lunch hour) (3).
- More activities involving county employees.
- Free or reduced fees for programs offered by the Parks and Recreation Dept.
- Make wellness committee more than just planner for Christmas Lunch.
- Communication skills.
- Values clarification.
- Team building skills.
- Free fishing at the lake.
- Activities like picnics and concerts.
- Lunches/socials
- Volunteer programs.
- Basketball Team/Softball Team (2).
- Running Club.
- Allow volunteer hours or community outreach hours.
- Continue offering programs like "Walking Wednesday's".

13. Other comments and suggestions.

- Caswell Co. is a good place to work. Few issues with gossip and untruthful people.
- Criterion-based job description and performance evaluation that match it.
- County Manager should do surprise visits to each department and hear from county employees.
- Form a committee to improve departments and their functions.
- Stop the smoking in county buildings (2).
- Need to hire more people to help protect the people of Caswell.
- Employee of the Month.
- Have reviews on employees and supervisors so that everyone has a chance to voice their views on each other.
- If hurt on the job employee should be paid all of salary without using any of there Time.
- Employee/Spouse Insurance.
- Random drug testing Need to be a procedure where all people are drug tested rather than drawing the same name over and over.

- Commissioners don't seem to be aware of or trust the judgments of Department Heads. Commissioners are poorly informed and make little effort to become informed. They frequently make poor decisions.
- Treat all employees the fairly. Some employees were recently considered for salary increase based on an annual an appraisal, that needs to be across-the-board, not just a select few.
- Don't understand why the money is in the budget for the part-time position but it is never used.
- Put all of time off in one category and used as needed for sick, petty, vacation.
- Racial bias should have no part in the employment of a supervisor removing 2 supervisors and replacing them with supervisors who has less knowledge does not make sense.
- Very satisfied with job; would like to have all tools needed to do a better job of it
- You find out faster what is going on in your department and in County Government by purchasing a Caswell Messenger.
- Wellness Benefits Time off when you go a length of time without being sick.
- Hiring of more minorities especially the Sheriff's Dept.
- Overall satisfied with job and working environment.
- Employee and Family Day during the summer rather than Christmas Dinner.
- Believe morale at dept. is extremely low. Some management allows certain workers to get away with things (come in late and sign in at 8:00 or sat around talking when should be working). Some get in trouble and others get away with it. Management lacks respect for workers and treats them like they are in high school. Management makes judgment calls before talking to workers.
- Pay every 2 weeks or twice a month.
- Like job. Hope to be here until retirement. There can always be room for improvement where you work.
- Company Picnic Cookout.
- "Motivational Day" once a year (Spring) where agencies close at 12 and you can go to the park and have a cook out along with other activities. A motivational speaker to talk for about 30 minutes.
- Don't change insurance.
- Begin longevity at earlier stage (i.e. 2 years)
- County Manager and HR Officer should meet with supervisors w/o Dept Heads at least once a year.
- We need help in all as a team.